CLAIMS

We claim:

1	1. A method for defining the measures of performance of a
2	customer information technology organization, comprising the
3	steps of:
4	identifying customer performance goals;
5	building a model in response to the customer goals
6	including a plurality of primitive metrics;

performing gap analysis of the model to determine which of the primitive metrics are already collected by said organization and the process capabilities for data collection;

identifying new data collection sources for those primitive metrics which are not already collected by said organization;

implementing tools and processes for gathering said

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	15	primitive metrics; and
	16	generating measurement reports from said primitive
	17	metrics.
	1	2. The method of claim 1, said building step further
	2	comprising the step of:
	3	selecting as said metrics those which satisfy
₩ / Φ Φ	4	prioritized behaviors
	1	3. The method of claim 2, said building step further comprising the step of:
	3	selecting as said metrics those which also satisfy
	4	related measures.
	1	4. A method for creating and using a measurement model
	2	work product, comprising the steps of:
	3	providing a target future business capabilities work
	4	product for defining customer goals necessary to

	5		achieve through measurements; and
	6		translating said dustomer goals into a measurement
	7		model work product defining account specific behaviors
	8		and measures that empirically demonstrate said
	9		behaviors.
	1	5.	The method of claim 4, further comprising the step of:
	2		defining a gap analysis work product specifying
MX	3		differences between said measurement model work product
W '\	M		and current customer measurements to identify possible
$\sqrt{\beta}$	Ara		deficiencies in organization measurement processes.
	1	6.	A system for creating and using a measurement model
	2	work	product, comprising:
	3		a target future business capabilities work product for
	4		defining customer goals necessary to achieve through
	5		measurements; and
	6		a measurement model work product for translating said
	7		customer goals into account specific behaviors and
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The system of claim 6, further comprising: 1 7. a gap analysis work product for specifying differences 2 between said measurement model work product and current 3 customer measurements to identify possible deficiencies 4 in organization measurement processes. 5 A method for defining the measures of performance of a customer information technology organization, comprising the steps of: collecting into a competency-defined measurement categories and measurements file definitions of 5 selected categories of behavioral measurements; 6 selecting from said file contract measurements; 7 implementing said contract measurements; and 8 using and maintaining said measurements. 9

measures that empirically demonstrate said behaviors.

The method of claim B, said categories including human

resources, quality, custdmer, cost and schedule, process,

and productivity and output categories of behavioral

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measurements.

account specific behaviors and measures.

a measurement gap analysis work product for defining

differences between said current measurements and said

1	11.	The system of claim 10, further comprising:
2		an interface agreement work product for documenting
3		expectations for data collection;
4		a configuration script work product for configuring
5		tools required to implement said requirements;
6		a contract measurement business policy work product for
7		defining expectations of behavior required to support
8		said requirements; and
		a scorecard work product for visualizing said requirements.
1	12.	A measurement and performance management method,
2	comp	rising the steps of:
3		during a proposal contextual phase, developing a
4		measurement solution to be delivered to a customer;
5		during a due diligence phase, validating assumptions
6		and behavioral expectations in said measurement
7		solution; and
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8	during a transformation phase, transferring to said
9	customer resources and assets for implementing said
10	measurement solution as validated.
1	13. The method of claim 12, said developing step comprising
2	the further step of:
3	building said measurement solution responsive to inputs
4	from a measurement datalog work product and a target
5	future business capabilities work product.
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1	14. The method of claim 13, said validating step comprising
2	the further step of:
3	executing a measurement gap analysis work product
4	responsive to inputs from a current customer
5	measurements work product, a future process design
6	points work product, a to-be organization design work
7	product and a to-be process design work product.

	6	contract measurement business policy work product, a
	7	scorecard work product, an end-user training materials
	8	work product, and a deployment plan work product.
	1	16. System for formulating measurement requirements that
MT V	(2)	are to be implemented in an engagement, comprising:
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	3	means operable during a proposal contextual phase for
1	4	developing a measurement solution to be delivered to a
	5	customer;
	6	means operable during a due diligence phase for
	7	validating assumptions and behavioral expectations in
	8	said measurement solution; and
	9	means operable during a transformation phase for

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comprising the further step of:

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The method of claim 14, said transferring step

pursuant to an interface agreement work product,

providing an external interface requirements work

transferring to said customer resources and assets for

implementing said measurement solution as validated.

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product, a configuration script work product, a

	1	17. Method for executing a gap analysis responsive to a
	2	measurement model and current customer measurements,
	3	comprising the steps of
	4	mapping said current measurement model to said current
	5	customer measurements and identifying measurement gaps;
	6	identifying measurements not covered by said
	7	measurement model;
	%	identifying nonproductive measurements;
	9	identifying the impact to an organizational structure
T C	10	and processes of said customer of said measurement
	11	gaps; and
	12	identifying any other requirements for measurement
	13	program success.

1	18.	A canonical method for defining a measurements model
2	work	product, comprising the steps of:
3		articulating envisioned business goals and behaviors;
4		and defining behaviors and scale satisfied
4		enumerating and defining behaviors and goals satisfied
5		by said behaviors in a database of existing contract
6		measurements;
7		selecting potential measurements for said business
8		goals and behaviors from said database;
9		prioritizing and balancing said potential measurements
() 10		to determine said measurement model work product.
1	19.	System for defining a measurements model work product,
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2	comp	rising:
3		a first database for articulating envisioned business
4		goals and behaviors;
5		a second database for enumerating and defining
6		behaviors and goals satisfied by said behaviors
7		selected from existing contract measurements;
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8	means for selecting potential measurements for said
9	business goals and behaviors from said second database;
10	prioritizing and balancing means for determining from
11	said potential measurements those to be included in
12	said measurement model work product.
1	20. A method for defining a measurements model work
2	product, comprising the steps of:
3	defining the goals of a customer information technology
1 1 1 1 1 1 1 1 1 1	organization; defining behaviors associated with said goals;
6	mapping said behaviors against a measurement catalog to
7	identify first measures related to said behaviors;
8	building a first draft measurement model from said
9	first measures;
10	prioritizing said first measures with respect to number
11	of behaviors satisfied;

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	12	prioritizing said first measures with respect to number
	13	of related measures;
	14	responsive to said prioritizing steps, building a
	15	second draft measurement model.
	1	21. The method of 20, further comprising the step of
	2	performing gap analysis on said measurement model.
generalism generalism		
NX	1	22. A program storage device readable by a machine,
	1/2/1	tangibly embodying a program of instructions executable by a
人) V ₃	machine to perform method steps for defining the measures of
	4	performance of a customer information technology
1072 2006 2006 2006	5	organization, said method steps comprising:
Tosason		
Texasil	6	identifying customer performance goals;
	7	building a model in response to the customer goals
	8	including a plurality of primitive metrics;
	9	performing gap analysis of the model to determine which
	10	of the primitive metrics are already collected by said
	11	organization and the process capabilities for data

	12	collection;
	13	identifying new data collection sources for those
	14	primitive metrics which are not already collected by
	15	said organization;
	16	implementing tools and processes for gathering said
	17	primitive metrics; and
	18	generating measurement reports from said primitive
]	19	metrics.
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± ,	K E	23. A program storage device readable by a machine,
18	\V 2	tangibly embodying a program of instructions executable by a
₩	3	machine to perform method steps for creating and using a
	4	measurement model work product, said method steps
	5	comprising:
	6	providing a target future business capabilities work
	7	product for defining customer goals necessary to
	8	achieve through measurements; and
	9 '	translating said customer goals into a measurement
	10	model work product defining account specific behaviors

12	behaviors.
1	24. A program storage device readable by a machine,
2	tangibly embodying a program of instructions executable by a
3	machine to perform method steps for defining the measures of
4	performance of a customer information technology
5	organization, said method steps comprising:
6	collecting into a competency-defined measurement
7	categories and measurements file definitions of
8	selected categories of behavioral measurements;
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W 9	selecting from said file contract measurements;
10	implementing said contract measurements; and
11	using and maintaining said measurements.
1	25. A program storage device readable by a machine,
2	tangibly embodying a program of instructions executable by a
3	machine to perform method steps for providing a measurement

and performance management method, said method steps

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and measures that empirically demonstrate said

5	comprising:
6	during a proposal contextual phase, developing a
7	measurement solution to be delivered to a customer;
8	during a due diligence phase, validating assumptions
9	and behavioral expectations in said measurement
10	solution; and
11	during a transformation phase, transferring to said
12	customer resources and assets for implementing said
13	measurement solution as validated.
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1	26. A program storage device readable by a machine,
2	tangibly embodying a program of instructions executable by a
3	machine to perform method steps for executing a gap analysis
4	responsive to a measurement model and current customer
5	measurements, said method steps comprising:
6	mapping said current measurement model to said current
7	customer measurements and identifying measurement gaps;
8	identifying measurements not covered by said
9	measurement model;
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	11	identifying the impact to an organizational structure
	12	and processes of said customer of said measurement
	13	gaps; and
	14	identifying any other requirements for measurement
	15	program success.
© Nil	1	27. A program storage device readable by a machine,
An	` P	tangibly embodying a program of instructions executable by a
<u> </u>	Ugu	machine to perform method steps for defining a measurements
FU'	4	model work product, said method steps comprising:
1		
	5	articulating envisioned business goals and behaviors;
U D		
	6	enumerating and defining behaviors and goals satisfied
	7	by said behaviors in a database of existing contract
	8	measurements;
	9	selecting potential measurements for said business
	10	goals and behaviors from said database;
	11	prioritizing and balancing said potential measurements

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identifying nonproductive measurements;



12	to determine said measurement model work product.
1	28. A program storage device readable by a machine,
2	tangibly embodying a program of instructions executable by a
3	machine to perform method steps for defining a measurements
4	model work product, said method steps comprising:
5	defining the goals of a customer information technology
6	organization;
7	defining behaviors associated with said goals;
,	
A all	mapping said behaviors against a measurement catalog to
9	identify first measures related to said behaviors;
10	building a first draft measurement model from said
11	first measures;
12	prioritizing said first measures with respect to number
13	of behaviors satisfied;
14	prioritizing said first measures with respect to number

of related measures;

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responsive to said prioritizing steps, building a second draft measurement model.

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